

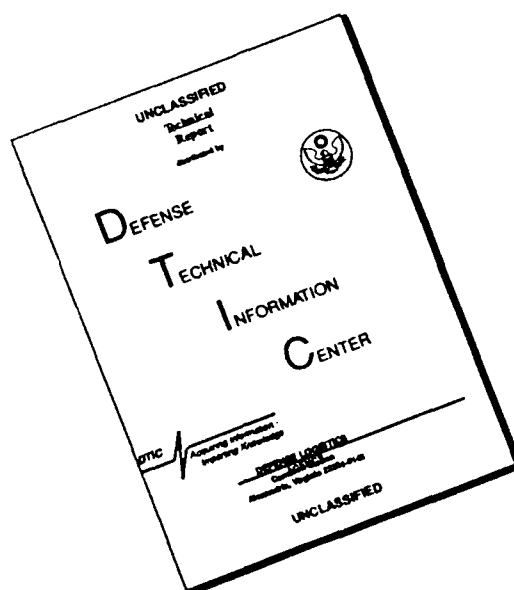
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13. ABSTRACT (Maximum 200 words) This document describes the DLA Office of Civilian Personnel TOM implementing plan in the Human Resource Management and Development (HRM/D) function. The plan incorporates the findings, recommendations, objectives and considerations identified through the DLA Personnel Management Futures Program, the DLA Strategic Plan, the HRM/D aspects of business area analyses and the research activities of the TOM Working Group. This plan implements the DLA TOM Master Plan with specific milestones for the accomplishment of TOM goals in HRM/D.						
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DEFENSE LOGISTICS AGENCY  
HEADQUARTERS  
CAMERON STATION  
ALEXANDRIA, VIRGINIA 22304-6100



24 APR 1989

IN REPLY  
REFER TO

DLA-K

SUBJECT: Total Quality Management (TQM) Implementing Plan  
for Human Resource Management

TO: Commanders of DLA Primary Level Field Activities  
Heads of HQ DLA Principal Staff Elements

1. Reference DLA-Q letter signed by Lt Gen Charles McCausland, USAF, 6 Feb 89, subject: Total Quality Management Master Plan.
2. Furnished as enclosure 1 is your copy of the DLA-K implementing plan for TQM in the human resource management and development (HRM/D) function. This plan incorporates the findings, recommendations, objectives, and considerations identified through the DLA Personnel Management Futures Program, the DLA Strategic Plan, the HRM/D aspects of the DLA-K Business Area Analysis, and the research activities of the HRM/D TQM Working Group. This plan implements the DLA TQM Master Plan with specific milestones for the accomplishment of critical, enabling TQM goals in HRM/D.
3. We recommend that this plan be given close review and consideration during the development of your PLFA or PSE implementing TQM plan. As we all recognize, effective and sensitive management of our people resources is foundational to institutionalizing TQM in DLA.
4. We view this plan as a framework for continuing process improvement that will be refined, adjusted, updated, and revised as we move through the TQM initiative. Please contact Ms. Roberta Peters or myself to discuss your comments on the plan and approaches to applying HRM/D considerations in your TQM effort. In addition, Mr. Len Kill Kelley (AV 284-7186) or Mr. Jerome M. Smith (AV 221-1440/Commercial 703-325-1440), our action officers on the plan, may be contacted for additional information or technical guidance.

FOR THE DIRECTOR:

*Anthony W. Hudson*

ANTHONY W. HUDSON  
Staff Director  
Civilian Personnel

1 Encl

CC:  
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TOTAL QUALITY MANAGEMENT  
IMPLEMENTING PLAN  
FOR  
HUMAN RESOURCES MANAGEMENT  
DLA-R-1989

I. References:

- a. Human Resources Management Business Area Analysis. April 1988.
- b. Supporting the Armed Forces-The DLA Strategic Plan. 1988.
- c. Department of Defense Total Quality Management Master Plan. August 1988.
- d. Futures I Conference Report. February 1988.
- e. Futures I Action Plan and Supplement. August 1988.
- f. Futures II Conference Report. January 1989.
- g. The DLA Total Quality Management Master Plan, January 1989.

II. Purpose and Scope:

The Total Quality Management (TQM) Plan for Human Resources Management (HRM) is a supplement to the DLA TQM Master Plan (Reference 1f). This plan is intended to serve as a guide for developing Primary Level Field Activity (PLFA) TQM implementing plans to be used not only by Civilian Personnel Officers (CPOs), but also by Headquarters Principal Staff Elements (PSEs), and mission managers. It will also serve as the operating TQM plan for DLA-R.

This HRM TQM Plan provides an approach for management of the workforce which can help PLFAs to achieve the core goals identified in the DLA TQM master plan. It also outlines an implementation approach for civilian personnel and equal employment opportunity policies through TQM. This plan is based on the process analysis and findings of the Human Resources Management Business Area Analysis (HRBAA) (Reference 1a). It also incorporates the concepts, goals, strategies, and implementation objectives of DLA Personnel Management Futures initiatives and references 1b through 1f above.

III. Concepts and Philosophy:

- a. The application of DoD and DLA TQM Master Plan concepts to the management and development of the Agency's human resources is based on a conceptual foundation which can be summarized as follows:

## HRM/D TQM

- . Focuses On Customer Satisfaction
- . Recognizes Its People as the Most Important Resource
- . Applies Appropriate Analytical Tools
- . Creates a Consistent Process Improvement Cycle
- . Builds an Attitude, Value System, and Environment for Quality
- . Creates Teamwork and Constructive Working Relationships
- . Values and Develops Knowledges and Competencies
- . Involves and Recognizes the Individual In Improving Work Processes
- . Encourages Innovation and Risk-Taking
- . Considers Customer Need Satisfaction as the Best Measure of Quality

b. Results from Futures II offer an excellent starting point for development of Headquarters PSE and PLFA TQM plans when used with the DLA TQM Master Plan. The basic conclusions drawn by the managers representing every DLA activity and key Headquarters PSEs who participated in Futures II are entirely consistent with TQM concepts and goals. The deliberations at the Futures II Conference were similar to the type of inward examination recommended at the beginning of any TQM effort. Therefore, Futures II presents a unique opportunity. A group of managers from throughout the Agency has already considered in great depth some of the same issues that each PLFA and PSE will need to consider in developing their local TQM plan--those that deal with management and development of the Agency's workforce.

c. Each of the considerations listed below can help reach the core goals in the DLA TQM Master Plan. We have identified the particular DLA core goals most likely to be affected by each of the following processes, i.e., implementation of that process would contribute to the PLFA's and PSE's achievement of the DLA core goal specified. We encourage PLFAs and PSEs to draw on the results of their efforts by considering the points listed below in developing local TQM plans.

1. **Consideration:** Define and promote the corporate culture we wish to attain.

**Process Description:** Clearly state Agency direction and expectations of managers and the workforce; encourage innovation, permit and reward prudent risktaking, delegate authority and hold managers accountable for results, and stimulate trust.

**Core Goal:** Institutionalize TQM within DLA.

2. **Consideration:** Improve planning and implementation.

**Process Description:** Focus efforts of the Headquarters staff on "big picture" strategic planning and direction for the future, improve cooperation among Agency organizational units in support of strategic plans, invest for the long term, and reward effective execution.

**Core Goal:** Harmonize directives.

3. **Consideration:** Increase flexibility and authority for organizational change.

**Process Description:** Provide field activities greater flexibility and authority for change to adapt to changes in the work, to build on local strengths, and to use participative management and teams of multi-skilled workers where it makes sense. Provide more opportunity for movement into different career fields, providing alternatives for valued senior workers not interested in supervisory work or who have limited supervisory potential, and encouraging employees to broaden their backgrounds.

**Core Goal:** Harmonize directives.

4. **Consideration:** Examine impact of fiscal resource management priorities on utilization of human resources and increase mutual support.

**Process Description:** encourage effective delegation of budget authority, simplifying the budget process, improving the availability and utility of resource management information, and allowing managers to keep a portion of their savings as an incentive to improve.

**Core Goal:** Harmonize directives.

5. **Consideration:** Examine impact of DLA automation policy on utilization of human resources and increase mutual support.

**Process Description:** Make it easier to provide personal computers to all employees who need them; reflect an end-user orientation to systems development, modification, and training; increase user access to data in automated systems; and improve connectivity within and between DLA activities and with customers.

**Core Goal:** Harmonize directives.

6. **Consideration:** Improve environment of the workplace.

**Process Description:** DLA should provide a workplace environment with working conditions, incentives, services and benefits which are important to workers; manage the workforce in a way that encourages employees to want to do their best to contribute to mission; and make DLA an organization people are proud to work for.

**Core Goal:** Integrate existing initiatives.

The above considerations also provide the foundation for the goals and milestones for civilian personnel and equal employment opportunity functions which follow.

#### IV. Methodology:

a. In addition to participation in the methodologies outlined in the DLA TQM Master Plan, DLA-K will employ a specific multi-faceted methodology directed at emphasizing and energizing TQM in personnel service delivery and policy development. This methodology will integrate the concept of continuous process improvement with the organizational development findings of Futures I and II so that TQM becomes a foundation concept for all human resources management and development strategies. The following are the key components of the DLA-K methodology for achieving TQM in the civilian personnel and equal employment opportunity function.

##### TQM Skills Development

This methodology includes the training of DLA-K supervisors, managers, and program principals in TQM concepts and procedures; the appointment, training and utilization of a DLA-K TQM facilitator; the providing of assistance and guidance to PLFA CPO's on staff TQM training; and the conduct of special Personnel Office Seminars at each PLFA.

##### Career Program Management

This methodology includes the design and implementation of revised DLAM 1445.21 Civilian Career Program for Civilian Personnel Management and Equal Employment Opportunity that incorporates the foundational concepts of customer satisfaction, innovation, and strategic program management into career development plans.

##### TQM Communications

Supplementing existing internal and functional communication patterns with an expanded use of the DLA-K HR Productivity-Grams for TQM follow-up and information exchanging, and developing additional E-Mail or other computer-aided communication systems.

##### HRIS and PC Skills Development

Expanding the capabilities of personnel professionals in the utilization of human resource information systems (HRIS) and personal computer (PC) competency.

##### Business Area Analysis

During the period of January-April 1988, DLA-K conducted a complete business area analysis (BAA) of the human resource management function as a basic study of functions and processes identified for improvement under the logistics systems modernization program. The BAA developed a functional business model, an enterprise data model, an applications inventory, and a problem/goals matrix. This information provides the foundational process analysis data supporting the goal selection aspects of this Plan. The BAA is incorporated by reference and made a part of the this plan.

## The DLA Strategic Plan

The 1988 Defense Logistics Agency Strategic Plan identifies three major "People" objectives supported by 9 specific strategies with implementing taskings. These goals and objectives are related to specific human resource management processes and process improvement action areas. These aspects of the Strategic Plan are incorporated by reference and made a part of this TQM Plan.

### DLA Personnel Management Futures Programs

**FUTURES I:** DLA managers provided DLA-K with a list of 70 recommendations for improving the services provided by personnel offices and streamlining personnel processes. An action plan was developed for implementation of their recommendations. A number of actions have been completed and progress has been made on many more. The products of the first Futures Conference guide us as we move ahead in a time of rapid change in the HRM field in response to shifts in the demographics of the workforce and the needs of our customers.

**FUTURES II:** The second conference focused on human resources development. Products address not only traditional personnel management functions such as training and career management, but also the way supervisors deal with their employees and the way the HQ interacts with the field activities. Their recommendations are very closely aligned with TQM concepts and DLA's core goals and could be useful to individual organizations in developing their TQM plans.

### EXPO

DLA is testing new approaches which involve waiver of regulations through active participation in a DoD research project called the Experimental Personnel Office (EXPO). Three DLA sites have been operating under EXPO since March 1987, testing such initiatives as delegation of classification authority to line managers. We have recently expanded EXPO in DLA to include nine more sites. Other EXPO initiatives include letters of discipline in lieu of reprimands and suspensions and such merit promotion tests as elimination of mandatory interviews and alternate candidate evaluation and referral methods.

### Skills Based Pay in a Participatory Work Environment

DDOU is the site for a demonstration project to test an innovative new way of accomplishing work. TQM concepts of participative management and teamwork will be an important part of the test, scheduled to begin October 1989. Nontraditional compensation methods will also be part of the test--employee pay will be based upon acquisition of new skills and contributions to the success of their team. We would like to add other sites to this test.

### SMPEG/WSFEG

DLA obtained authority to develop our own guides for grading supervisory positions to resolve problems encountered in using OFM guides. The DLA Supervisory/Managerial Position Evaluation Guide and Wage Supervisory Position Evaluation Guide remove disincentives to organizational improvement by eliminating numbers of employees supervised as a grade controlling factor.



### Alternate Work Schedules/Sites

Alternate work schedules are available for use by all DLA activities. Several different versions are in use in the Agency. Field activities may also use flexplace, which permits employees to work at home or other sites. This can be an effective motivational tool for use with TQM.

### PARS

DLA activities will be implementing a new system called the Personnel Action Request System (PARS) during 1989. It represents a very different way of preparing, routing, and processing SF 52s which is much more customer-oriented. The system will provide on-line access to all supervisors on the status of their SF-52s and, once it is up and running smoothly, will streamline processing within the personnel office.

### APCAPS Enhancements

Several changes to the Automated Personnel, Cost and Personnel System (APCAPS) are process works which will make the system much more useful to personnel professionals and to operating managers and supervisors. A new training subsystem will be added which will help supervisors and training coordinators identify training requirements for their organizations and provide information on course schedules and completions. A new subsystem for labor management and employee relations is in development. Expanded on-line inquiry capability is also planned. New efforts are underway to improve the use of APCAPS and the Automated Civilian Personnel Data Bank as management tools.

### Personnel Management Evaluation Program

We have been refining our approach to evaluating HRM programs at DLA field activities to expand assessment of local HRM improvement strategies and initiatives, quality of customer service, and support to mission management. We strive not only to evaluate, but to provide onsite assistance where it's needed and to stimulate further improvement and progress toward TQM goals outlined below.

c. Application of these methodologies will be supplemented by continuous process reviews. DLA-K TQM analysis teams will perform the on-going process analysis functions of the Special Process Action Review Committees (SPARCs) established under the DLA TQM Master Plan for multi-functional reviews. The membership of the DLA-K SPARCs will be determined by the Staff Director DLA-K on an ad hoc basis and may be integrated into the Headquarters Personnel Management Evaluation (PME) program or special staff assistance actions as appropriate.

#### A. Goals:

The DLA-K Human Resource Management TQM Plan supplements the DLA TQM Master Plan and incorporates the core DLA TQM goals and foundation objectives. These core DLA TQM goals are included by reference in this Plan. The following are function-specific derivatives of the core DLA TQM goals that address major process improvement goal areas.

a. **Process Improvement Goals for HRM/D Policy and Program Development**

The following TQM goals provide a framework for implementing civilian personnel and equal employment opportunity policies through TQM. They will guide us in our efforts to continually improve the HRM program throughout DLA. They are based on recommendations of Agency managers in the report of the Futures I Conference. Many actions in support of the following goals have already been completed or are underway. Others are identified in the milestone charts in section VI, Execution, of this document. CPGs should use these goals in developing their TQM plans.

1. **Goal:** Improve delivery of personnel services.

**Process Description:** Increase participation of managers in personnel policy making; focus emphasis of personnel professionals on a customer orientation rather than process; strengthen cooperative working relationships in support of a common goal - MISSION; determine how to best organize for effective delivery of service; and establish objectives to measure effectiveness of personnel services.

2. **Goal:** Streamline personnel processes.

**Process Description:** Reduce demands on supervisors and help them focus on the substance of personnel management by simplifying current personnel processes and procedures, eliminating unnecessary paperwork and forms, revising personnel regulations and guides accordingly, and developing a personnel "guide book" for supervisors.

3. **Goal:** Automate personnel processes.

**Process Description:** Automate labor intensive processes to have more efficient use of scarce resources while making more information readily available for management information purposes; develop an integrated system encompassing PD development and classification, qualification requirements and evaluation, performance criteria and training needs; implement an automated personnel action processing system; develop an on-line personnel data base; and identify and implement short term improvements to AFPCAPS that assist the personnel function.

4. **Goal:** Improve staffing planning and use of candidate sources.

**Process Description:** Increase managers involvement in recruitment planning and provide advice and assistance for developing strategies for targeting recruitment efforts to yield effective results; promote DLA as an employer; seek out new sources of candidates and improve utilization of existing sources and programs; explore need for expanding appointing authorities; and review employee mobilization planning.

5. **Goal:** Improve internal staffing methods.

**Process Description:** Improve job opportunity announcements and automate preparation and distribution; maximize use of open continuous registers; provide simpler alternatives to current application and candidate evaluation methods; provide for use of simplified application forms; expand

the use of assessment centers, particularly for supervisory/ managerial positions; design, develop, and implement an automated merit promotion system; provide more flexibility in selection procedures; take advantage of recently changed OPM qualification standards and requirements for lateral movement; and expand opportunities to progress to full journeyman level without repetitive competition.

5. Goal: Streamline classification processes, improve advisory services, and increase flexibility to managers.

Process Description: Delegate classification authority to line managers under a redefined, expanded EXFO test; increase involvement of managers in review and update of classification standards and guides; explore options for increasing flexibility within existing classification standards or through new approaches; assist managers in developing generic PDs and encourage flexibility and simplification in writing PDs; eliminate use of supplemental assignment data sheets (SADS) and cyclic classification surveys after establishing adequate fiscal controls under EXFO; and eliminate classification reviews of previously-classified, unchanged positions in connection with personnel action processing, unless flagged for review when vacant.

7. Goal: Increase flexibility and return on investment in employee benefit and compensation programs.

Process Description: Explore alternative compensation systems consistent with Agency needs; simplify and increase use of special salary rates where pay hinders recruitment; obtain authority to pay starting salaries above first step of pay scale; offer home buyout and reimburse moving expenses to initial duty location. Increase employee benefits and return on investment; promote flexitime, flexiplace and job sharing to the maximum extent practical as recruitment tools; market annual leave sharing; determine need for day care services.

8. Goal: Improve effectiveness of the performance appraisal system.

Process Description: Explore ways for DLA to move to a simplified performance appraisal system (e.g., automatic fully successful ratings); revise treatment of performance under merit promotion; reduce/eliminate unnecessary paperwork in the current performance appraisal system; provide more effective assistance and training for supervisors and employees on performance management.

9. Goal: Improve effectiveness of awards as incentives.

Process Description: Develop a more effective comprehensive award/recognition program that offers true incentives to employees; increase use of on-the-spot cash bonuses and other incentives; provide more assistance and training to supervisors on the effective use of awards; revise regulations to simplify the award system and to make the system more responsive to supervisors' and employees' needs.

10. **Goal:** Use training to match mission and individuals' goals.

**Process Description:** Develop an Agency training policy consisting of a comprehensive statement of objectives to achieve through training and basic direction which guides but does not control identification of training needs and selection or approval of training; balance mission needs and individual goals by using limited resources wisely, avoiding restrictive interpretations of job-relatedness in approving Agency-funded training and getting the best result for all concerned; increase cross-training and rotational assignments. Provide more training aimed at developing analytical, consultative, and communication skills; train all levels of the DLA workforce in the skills required to perform effectively in an automated work environment; improve ability to develop and provide updated technical training in specific functional areas as work changes; locate and use cost effective sources for the delivery of training.

11. **Goal:** Improve supervisory and executive development programs.

**Process Description:** Establish Agency-wide supervisory/management development program for DLA employees; improve supervisory development by bridging the gap between workers and supervisors with mid-level programs, developing supervisory skills in advance, and use of assessment center techniques and/or competition to identify potential candidates for supervisory development; strengthen the executive development program by clarifying expectations and benefits of executive development, developing leadership skills, and improving return on investment in the program.

12. **Goal:** Improve management of EEO complaint process.

**Process Description:** Explore alternative organizational arrangements to facilitate timely complaints processing; encourage early resolution; revise and update regulations.

b. **Process Improvement Goals for Internal DLA-K Administrative Operations**

1. **Goal:** Eliminate preparation errors in official correspondence, reports, congressionals and position papers released at the signature levels of DLA-K Division Chief or above.

**Process Description:** Developing draft materials by staff action writers, typing and assembly of written products by support personnel, in-process review activities, final proofing, and lead/supervisory appraisal.

2. **Goal:** Expand electronic mail utilization to all types of written word communications not requiring official signature or release authority.

**Process Description:** Developing guidelines for use of E-Mail, establishing administrative procedures, training of employees in E-Mail operation, and monitoring application.

3. Goal: Achieve 100% computer applications literacy and operational competency at all necessary performance levels in DLA-K.

Process Description: Identification of current competency levels, required competency levels for each function, and developmental training plans and programs in human resource management and development.

VI. Execution:

The milestones in the attached chart represent timeframes for Agency-wide actions by DLA-K. However, many PLFA actions can contribute to achievement of the above goals and can result in significant local improvements. Some of the PLFA actions are described in the Futures I Action Plan and Supplement. We encourage PLFA Offices of Civilian Personnel to establish their own milestone actions and target dates for each of the 12 goals listed in Va Above.

VII. Appendices:

1. TCM HR Briefing Charts
2. HR Productivity Gram

# MILESTONES FOR DLA'S HRM TOM EXECUTION PLAN

Milestone Number	Action	CY 1989	CY 1990	CY 1991	CY 1992	CY 1993	CY 1994
1.	IMPROVE DELIVERY OF PERSONNEL SERVICES.						
1.A.	SHIFT EMPHASIS FROM PROCESS TO RESULTS.						
1.B.	IMPROVE COMMUNICATION.						
1.C.	CONDUCT SEMINARS FOR FIELD OCP STAFFS.						
1.D.	DISCUSS IMPROVEMENT STRATEGIES AT DLA-K CONFERENCES.						
1.E.	REEXAMINE OCP ORGANIZATION STRUCTURES.						
1.F.	ESTABLISH OBJECTIVES AND MEASURES.						
1.F.1.	DEVELOP AND TEST LOCAL OBJECTIVES AND MEASURES.						
1.F.2.	DEVELOP AGENCY-WIDE OBJECTIVES AND MEASURES.						
1.G.	ASSESS PROGRESS THROUGH HQ PERSONNEL MANAGEMENT EVALUATIONS.						
1.H.	STIMULATE INFORMATION EXCHANGE ON HRM.						

Milestone Number	Action	CY 1989	CY 1990	CY 1991	CY 1992	CY 1993	CY 1994
2.	STREAMLINE PERSONNEL PROCESSES.						
2.A.	REVISE DLA PERSONNEL REGULATIONS.						
2.B.	TEST SIMPLIFIED METHODS UNDER EXPO.						
2.C.	ELIMINATE UNNECESSARY PAPERWORK AND FORMS.						
2.D.	ISSUE SUPERVISORS GUIDE BOOK.						

## \*\*LEGEND:

- X Start Date
- 0 Ongoing
- \* Target Completion Date
- = Continuing

Milestone Number	Action	CY 1989 1 2 3 4	CY 1990 1 2 3 4	CY 1991 1 2 3 4	CY 1992 1 2 3 4	CY 1993 1 2 3 4	CY 1994 1 2 3 4
3.	AUTOMATE PERSONNEL PROCESSES.	0 *					
3.A.	ESTABLISH INFORMATION MANAGEMENT STRATEGY FOR HRM.	X				*	
3.B.	IMPLEMENT MAJOR AIS ENHANCEMENTS.	0	*				
3.B.1.	PERSONNEL ACTION REQUEST SYSTEM (PARS).	0					
3.B.2.	APCAPS TRAINING SUBSYSTEM.	0	*				
3.B.3.	APCAPS LMER SUBSYSTEM.	0	*				
3.B.4.	APCAPS STAFFING AND MPP SUBSYSTEM.	0			*		*
3.B.5.	APCAPS HQS DLA-K MIS.	0					
3.B.6.	TRANSFER PARS TO DSAC.	0			*		
3.C.	DEVELOP INTEGRATED SYSTEM FOR PERSONNEL DOCUMENTATION.	0	*				
3.D.	INCREASE ACCESS TO DATA IN STANDARD AISS.	0			*		
3.D.1.	APCAPS DOWNLOAD FOR PLFAS.	0	*				
3.D.2.	PARS DOWNLOAD FOR PLFAS.	0	*				
3.D.3.	HQS DLA-K DATA.	0			*		
3.E.	IMPROVE DLA-K/OCF USAGE OF DATA.	0	*				
3.F.	INCREASE USE OF AUTOMATED SOURCES FOR PLFA REPORTS.	0			*		

Milestone Number	Action	CY 1989 1 2 3 4	CY 1990 1 2 3 4	CY 1991 1 2 3 4	CY 1992 1 2 3 4	CY 1993 1 2 3 4	CY 1994 1 2 3 4
4.	IMPROVE STAFFING PLANNING AND USE OF CANDIDATE SOURCES.						
4.A.	INCREASE MANAGERS' INVOLVEMENT IN RECRUITMENT PLANNING, AND CORRELATE DATA WITH AFFIRMATIVE ACTION PLAN.	0	*				
4.B.	MANAGE DEVELOPMENT OF ADDITIONAL RECRUITMENT MATERIALS.	0	*				
4.C.	ADVISE ON USING NEW SOURCES OF CANDIDATES AND IMPROVE UTILIZATION OF EXISTING SOURCES AND PROGRAMS.	0	*				
4.D.	EXPLORE NEED FOR EXPANDING APPOINTING AUTHORITIES.	0	*				
4.E.	REVIEW EMPLOYEE MOBILIZATION PLANNING.	0	*				
4.F.	DEVELOP AND IMPLEMENT METHOD TO ASSESS/EVALUATE IMPACT OF PERSONNEL PROGRAMS ON MINORITIES AND WOMEN.	0					
4.G.	ISSUE POLICY/PROCEDURAL GUIDANCE REVISIONS AS A RESULT OF ABOVE ANALYSIS (4.F.).	0	*				
4.H.	REVISE AND UPDATE EEO AWARENESS TRAINING FOR MANAGERS AND SUPERVISORS.	0	*				

Milestone Number	Action	CY 1989 1 2 3 4	CY 1990 1 2 3 4	CY 1991 1 2 3 4	CY 1992 1 2 3 4	CY 1993 1 2 3 4	CY 1994 1 2 3 4
5.	IMPROVE INTERNAL STAFFING METHODS.						
5.A.	EXPLORE WAYS TO IMPROVE/AUTOMATE JOB OPPORTUNITY ANNOUNCEMENTS PREPARATION AND DISTRIBUTION.	0	*				
5.B.	PROVIDE GUIDANCE ON MAXIMIZING USE OF OPEN CONTINUOUS REGISTERS.	X					
5.C.	EXPLORE SIMPLER ALTERNATIVES TO CURRENT APPLICATION (E.G., SIMPLIFIED APPLICATION FORMS) AND CANDIDATE EVALUATION METHODS.	. 0 .	*				
5.D.	ENCOURAGE CONSIDERATION OF EXPANDED USE OF ASSESSMENT CENTERS, PARTICULARLY FOR SUPERVISORY/ MANAGERIAL POSITIONS.	0					
5.E.	PARTICIPATE WITH DATA SYSTEMS PROGRAMMERS IN DESIGN AND DEVELOPMENT OF AN AUTOMATED MERIT PROMOTION SYSTEM.	0					
5.F.	PROVIDE MORE FLEXIBILITY IN SELECTION PROCEDURES.	0	*				
5.G.	PROVIDE GUIDANCE ON TAKING ADVANTAGE OF CHANGED OPM QUALIFICATION STANDARDS AND REQUIREMENTS.	X					
5.H.	EXPAND OPPORTUNITIES TO PROGRESS TO FULL PERFORMANCE LEVEL WITHOUT REPETITIVE COMPETITION.	0	*				
Milestone Number	Action	CY 1989 1 2 3 4	CY 1990 1 2 3 4	CY 1991 1 2 3 4	CY 1992 1 2 3 4	CY 1993 1 2 3 4	CY 1994 1 2 3 4
6.	STREAMLINE CLASSIFICATION PROCESSES, IMPROVE ADVISORY SERVICES, AND INCREASE FLEXIBILITY TO MANAGERS.						
6.A.	MAKE RECOMMENDATIONS BASED ON RESULTS OF EXPO TESTS AT ORIGINAL THREE SITES.	0	*				
6.B.	RECOMMEND DECISION ON AGENCY-WIDE IMPLEMENTATION OF EXPO TESTS BASED ON RESULTS AT ALL SITES.		0	*			
6.C.	SIMPLIFY AND REDUCE NUMBER OF PDS.	0	*				



Milestone Number	Action	CY 1989 1 2 3 4	CY 1990 1 2 3 4	CY 1991 1 2 3 4	CY 1992 1 2 3 4	CY 1993 1 2 3 4	CY 1994 1 2 3 4
7.	INCREASE FLEXIBILITY AND RETURN ON INVESTMENT IN EMPLOYEE BENEFIT AND COMPENSATION PROGRAMS.						
7.A.	PROVIDE GUIDANCE ON DETERMINING NEED FOR DAY CARE SERVICES.	0	*				
7.B.	ENCOURAGE PROGRAMS TO ENHANCE RETIREE STATUS.	X					
7.C.	PROVIDE GUIDANCE ON REDUCING INJURY COMPENSATION COSTS.	0					
7.D.	EXPLORE ALTERNATIVE COMPENSATION SYSTEMS.	0			*		
7.E.	SIMPLIFY AND INCREASE USE OF SPECIAL SALARY RATES.	0					
7.F.	OFFER HOME BUYOUT (RELOCATION SERVICES)	X					
7.G.	OFFER ADDITIONAL INSURANCE AT GROUP RATES (NO EMPLOYER CONTRIBUTION).	0	*				
7.H.	PROMOTE FLEXTIME, FLEXIPLACE AND JOB SHARING.						
7.I.	OBTAIN AUTHORITY TO PAY STARTING SALARIES ABOVE FIRST STEP OF PAY SCALE (GS-11 AND ABOVE).	X					
7.J.	OBTAIN AUTHORITY TO REIMBURSE MOVING EXPENSES TO INITIAL DUTY LOCATION.	X					

Milestone Number	Action	CY 1989 1 2 3 4	CY 1990 1 2 3 4	CY 1991 1 2 3 4	CY 1992 1 2 3 4	CY 1993 1 2 3 4	CY 1994 1 2 3 4
8.	IMPROVE EFFECTIVENESS OF THE PERFORMANCE APPRAISAL SYSTEM.						
8.A.	EXPLORE WAYS FOR DLA TO MOVE TO A SIMPLIFIED PERFORMANCE APPRAISAL SYSTEM (E.G., AUTOMATIC FULLY SUCCESSFUL RATINGS).	0	*				
8.B.	REVISE TREATMENT OF PERFORMANCE UNDER MERIT PROMOTION.	0	*				
8.C.	REDUCE/ELIMINATE UNNECESSARY PAPERWORK IN THE CURRENT PERFORMANCE APPRAISAL SYSTEM.	0	*				
8.D.	PROVIDE PERFORMANCE MANAGEMENT PROGRAM TRAINING AND ASSISTANCE MATERIALS FOR SUPERVISORS AND EMPLOYEES.	X					



	CY 1989	CY 1990	CY 1991	CY 1992	CY 1993	CY 1994		
	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4		

Milestone Number	Action
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- 11. IMPROVE SUPERVISORY AND EXECUTIVE DEVELOPMENT PROGRAMS.
- 11.A. DEVELOP, COORDINATE, AND PUBLISH A REVISED DLAR 1430.13, TRAINING SUPERVISORS AND MANAGERS, ESTABLISHING A COMPREHENSIVE POLICY AND COMPETENCY-BASED AGENCY-WIDE PROGRAM FOR SUPERVISORY AND MANAGERIAL TRAINING.
- 11.B. DEVELOP, COORDINATE, AND PUBLISH A SPECIAL MERIT PROMOTION GUIDE FOR THE SELECTION OF SUPERVISORS FOR IMMEDIATE OR FUTURE PLACEMENT USING ASSESSMENT CENTER TECHNIQUES LEADING TO PRE-ENTRY SUPERVISORY TRAINING.
- 11.C. RESEARCH, DEVELOP, COORDINATE, AND PUBLISH A NEW POLICY AND PROGRAM FOR THE DEVELOPMENT OF DLA EXECUTIVES REPLACING DLAR 1430.2, DLA EXECUTIVE DEVELOPMENT PROGRAM, THAT EXPANDS DEVELOPMENTAL OPTIONS AND METHODS, AND TARGETS RETURN-ON-INVESTMENT.
- 11.D. DEVELOP, COORDINATE, AND PUBLISH A MID-LEVEL MANAGEMENT DEVELOPMENT PROGRAM TO FACILITATE THE PREPARATION AND ADVANCEMENT OF HIGH POTENTIAL CANDIDATES FOR SUPERVISORY AND MANAGERIAL RESPONSIBILITIES.

	X					
			*			
		X				
			*			
	X					

	CY 1989	CY 1990	CY 1991	CY 1992	CY 1993	CY 1994
	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4

Milestone Number	Action
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- 12. IMPROVE MANAGEMENT OF EEO COMPLAINT PROCESS.
- 12.A. ENCOURAGE ALTERNATE ORGANIZATIONAL ARRANGEMENTS.
- 12.B. UPDATE EEO COUNSELOR TRAINING.
- 12.C. PUBLISH LESSONS LEARNED GUIDANCE.

	0	*				
	0	*				
	0					

# **H R Productivity Gram**

**First Edition  
Sep 88**

Date: Tue Sep 17 09:35:03 1988  
From: Jerome Smith,DLA-RB.X025-1440, Jmsmith.  
To: cpo  
Cc: roeters  
Message-Id: <XX.1706.11918.591370E00@XX.GMAIL>  
Subject: HR Productivity-Gram  
Type: External  
Priority: Urgent  
Precedence: Urgent  
Security: None  
Classification: Registered  
Fee: outgoing

SUBJECT: HR PRODUCTIVITY-GRAM

FOR: Assistant Personnel Officers  
Career Development Officers  
Automated Information Specialists

This is the first of a periodic bulletin we are going to use as an advisory letter and information exchange for those leading the DCP productivity, training and development, and human resources information system operations. The purpose of the HR PRODUCTIVITY-GRAM is to provide a focal point for developing and sharing new and better ways of improving the productivity of the HR function and the productivity value of our services to mission managers. Futures, Logistics 2010, Workforce 2000, LSMP, and just about every issue of leading HR and business publications tells us that there are major changes ahead in our business and that we must be prepared to meet the challenge. Exchanging ideas, new developments, and accomplishments quickly should give us an edge.

COORDINATION ITEM: We are now completing the final version of DLAR 1430.13 for HQ PSE approval. Look for it by mid-November. Many of your specific recommendations are being included and we think that you will really like the result. Many thanks to each Career Development Officer for the very supportive and well thought out comments on the draft.

PRODUCTIVITY ITEM: Marcia Schaberg, DRMS-K, recommended in her comments on DLAR 1430.13 that we input training completions for Units rather than Modules. This would still enable us to access data on a reasonably descriptive topic basis and significantly reduce the number of 1536's and data entry transactions. What do you think of this idea?

PRODUCTIVITY ITEM: The other day, Ivan showed me some training incident totals from the CPDF and they looked low in some cases. As you know, in the DLAR 1430.13 program we want to reduce, if not eliminate manual reports. This will work if completions are entered into the system promptly and accurately. You might want to check report #3600215 CPDF Training Master List by Organization to see if your totals reflect your true training delivery productivity.

FOLLOW-UP ITEM: Back in Oct 87, Ivan sent out a Self-Assessment Guide for the Training and Development Function. This was sent in to a 13 Oct 87 DLA-HW letter entitled: Enhancement of Career Development Divisions. We would like to know if, and how, you used this guide over the past year.

APCAPS ITEM: On 7 Sep 88, DSAC and DLA-K took the on-line data entry programs to DEEC, Dayton for testing. The test is scheduled to take approximately 90 days, however, we are anticipating relatively few problems and an early completion. At this time, we are tentatively planning a two day training session at the end of January to cover the new input programs.

APCAPS ITEM: In order to be prepared for the implementation of the on-line programs discussed above, there is one item that you can be working on ahead of time: hardware. In order to input into the new programs, Zenith 248's with 3270 capability and Telex machines can be used. Our goal is to provide a machine for each Personnel Clerk performing APCAPS input on his/her desk. The Incentive Awards staff can also use these types of terminals for entry into the Incentive Awards Subsystem in APCAPS. If new GARDS need to be completed for the Zeniths, contact Bob Miller in DCPSO for guidance. DSAC is working with Bob on the APCAPS requirements.

TECHNICAL SERVICES ITEM: In conjunction with the on-line training, we are tentatively planning a Technical Services Chiefs training session for the end of January. The session will be 5 days. The first 3 days we will cover Personnel issues, Health Benefits processing, Life Insurance processing, Retirement processing in new employees, etc. The last 2 days will cover the training on the new input programs. With this schedule, we anticipate the Technical Services Chiefs arriving for the Monday-Wednesday sessions, and additional personnel scheduled for the on-line training to arrive Wednesday evening for the Thursday-Friday schedule. Additional information will be provided as it is formulated.

Give us your reaction to the HR PRODUCTIVITY-GRAM. What kinds of items would you like to see included? Do you plan to contribute your ideas and success stories on productivity advancements? Please respond by DMINS giving your single preferred DMINS address. Our DMINS address is dsacg1:dlag1:jmsmith.

H R

T Q M

Total  
Quality  
Management

- > Everyone has a Customer**
- > Build Close Customer Relationships**
- > Know Your Customer's Needs**
- > Focus On Customer Need Satisfaction**
- > Customer Satisfaction is the Measure of Quality**
- > Quality Products/Services Require Continuous Improvement**
- > Quality Products/Services Create Satisfied Customers**
- > Satisfied Customers Stay Customers  
--- The Global Competition Concept**



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## **TQM DIRECTIONS**

- > Customer Satisfaction**
- > Quality**
- > Productivity**
- > Time**
- > Cost**

## **GOAL**

- > Continuous Improvement of  
Products and Services**
  - > Process Improvement**
-

## **A TQM ORGANIZATION:**

- > Focuses On Customer Satisfaction**
- > Recognizes Its People as the Most Important Resource**
- > Builds an Attitude, Value System, and Environment for Quality**
- > Creates Teamwork and Constructive Working Relationships**
- > Values and Develops Knowledges and Competencies**
- > Involves and Recognizes the Individual in Improving Work Processes**
- > Sets Goals**
- > Analyzes Processes**
- > Measures and Manages**
- > Develops Discipline and Consistency of Purpose in Process Improvement**
- > Creates a "Process Improvement Cycle"**
- > Succeeds**

## **A TQM STAFF:**

- > Customer Focused**
- > Team Centered**
- > Process Sensitive**
- > Process Knowledgeable**
- > Process Competent**
- > Involved and Committed**
- > Accountable**
- > Competitive**
- > Successful**

## **HR TQM**

### **> Identify the Customers**

- External**
- Internal**

### **> Define the Customer's Needs**

#### **Characteristics of**

- Product**
- Service**

### **> Measure Satisfaction Level**

### **> Specify the Goal**

### **> Examine the Process**

### **> Analyze and Improve**

### **> Measure**

### **> Establish the Process Improvement Cycle**